

# Albany Parks & Recreation Foundation

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## Client Profile

Albany Parks and Recreation Foundation (APRF) was established in 2016 to enhance the work and mission of the City of Albany Department of Parks and Recreation (DP&R) by soliciting, receiving, administering, and disbursing funds in support of the DP&R.

APRF is currently in the Nonprofit Lifecycle "start-up stage" (Stevens, 2008); having established a clear mission, foundational governance documents, and incorporation status as a 501(c)(3).

## Purpose

Advance APRF from the start-up phase to the growth phase by implementing governance practices and documents, developing leadership through a board recruitment plan, and building public trust and integrity.

## Planting a Foundation

We developed and adapted the following governance tools to establish the roots and foundational structure of APRF.



**Code of Ethics**  
Ensure respect, responsibility, and equity



**Whistleblower Policy**  
Establish high standards of honesty and integrity



**Voting Procedures**  
Promote accountability and transparency

## Growing a Sustainable Board

Our report prioritizes the expansion and development of the APRF Board of Directors.

### Current Board Size

Three members, does not meet bylaw imposed minimum

### Initial Recruitment

Identify and recruit new committed members to meet minimum

### Committee Formation

- Executive  
- Board Recruitment

### Complete Board

Meet minimum board size of at least five members



### Implement Governance Documents

Vote on the following documents and tools:

- Fundraising Case Statement
- Gift Processing Policies
- Gift Acceptance Policy
- Code of Ethics
- Whistleblower Policy
- Voting Procedures
- Grant-Making and Decision-Making Process

### Committee Formation

- Finance  
- Development

### Ongoing Recruitment

Continue growing board size and diversity

### Develop Board Fundraising Skills

Building mutually rewarding relationships with donors

### Sustained Recruitment

Continue recruitment to maintain healthy board

### Committee Formation

- Grants Management  
- And Beyond!

## Reaching for Public Trust

Trust and integrity are two key factors the community will be looking for as the organization continues to develop and grow. Below are two approaches our report describes as essential steps.

### Fundraising Policies & Strategies

Clarify fundraising and money management practices and teach board effective fundraising strategies



#### Policies

- Gift Processing Policy
- Gift Acceptance Policy & Financial
- Grantmaking and Decision-Making Process

#### Strategies

- Set Expectations, Practice, Change Mindset



### External Communication & Image

Build organizational recognition through marketing, communication, and compliance efforts

#### Marketing

- Design and publish website
- Develop Marketing & Communication Plan

#### Compliance

- Governmental Compliance Checklist
- Donor & Stakeholder Annual Reports

## Methodologies

This strategic outline was developed through meetings with DP&R Director and APRF Founder, Ed Hodney, consultancy with Professor Dyana Mason, and interviews with current APRF board members. Recommendations were pulled from current best practices through nonprofit forums and consultancy organizations.

## References

Stevens, Susan Kenny (2002). *Nonprofit Lifecycles: Stage-Based Wisdom for Nonprofit Capacity*. St. Paul, Minnesota: Stagewise Enterprises.